



U.S. Department of Justice

Office of Justice Programs

Office for Civil Rights

Washington, D.C. 20531

December 30, 2016

Chad Chronister
Colonel
Hillsborough County Sheriff's Office
2008 E 8th Avenue
Tampa, FL 33605

Re: Equal Employment Opportunity Plan (EEOP) Utilization Report for Hillsborough County Sheriff's Office

Dear Colonel Chronister,

The Office for Civil Rights, Office of Justice Programs, has reviewed and approved the Equal Employment Opportunity Plan (EEOP) Utilization Report that you submitted in accordance with the grant conditions set forth by either the Omnibus Crime Control and Safe Streets Act of 1968 (Safe Streets Act), Juvenile Justice and Delinquency Prevention Act of 1974, the Victims of Crime Act of 1984 or their implementing regulations. The approval of your EEOP Utilization Report is effective for two years from the date of this letter, and satisfies the EEOP reporting requirement for all open Department of Justice (DOJ) awards during the two-year period.

Your organization may, however, have additional civil rights compliance requirements if it receives funding from grant programs other than the ones listed above. For example, if your organization is a recipient of funding from the Office on Violence Against Women (OVW), your organization's non-discrimination policies and practices should also include prohibitions on discrimination on the bases of actual or perceived sexual orientation and gender identity.

If you have any questions regarding this matter, please contact the Office for Civil Rights at (202) 307-0690.

Sincerely,

X 

Michael L. Alston

Director

Signed by: MICHAEL ALSTON

EEOP Utilization Report



Mon Oct 31 11:17:11 EDT 2016

Step 1: Introductory Information

Grant Title: COPS Hiring Program **Grant Number:** 2014ULWX0007
Grantee Name: Hillsborough County Sheriff's Office **Award Amount:** \$1,023,583.00
Grantee Type: Local Government Agency
Address: 2008 E. 8th Ave
Tampa, Florida
33605
Contact Person: Tina Shinkovich **Telephone #:** 813-247-8237
Contact Address: 2008 E. 8th Ave
Tampa, Florida
33605
DOJ Grant Manager: Verlena Braxton **DOJ Telephone #:** 202-514-7016

Grant Title: COPS Hiring Program **Grant Number:** 2013-ULWX00012
Grantee Name: Hillsborough County Sheriff's Office **Award Amount:** \$1,250,000.00
Grantee Type: Local Government Agency
Address: 2008 E. 8th Ave
Tampa, Florida
33605
Contact Person: Tina Shinkovich **Telephone #:** 813-247-8237
Contact Address: 2008 E. 8th Ave
Tampa, Florida
33605
DOJ Grant Manager: Verlena Braxton **DOJ Telephone #:** 202-514-7016

Grant Title: COPS Hiring Program **Grant Number:** 2015ULWX00012
Grantee Name: Hillsborough County Sheriff's Office **Award Amount:** \$1,096,888.00
Grantee Type: Local Government Agency
Address: 2008 E. 8th Ave
Tampa, Florida
33605
Contact Person: Tina Shinkovich **Telephone #:** 813-247-8237
Contact Address: 2008 E. 8th Ave
Tampa, Florida
33605
DOJ Grant Manager: Verlena Braxton **DOJ Telephone #:** 202-514-7016

Grant Title:	Investigative Technology Improvement Project	Grant Number:	2015-JAGC-2571
Grantee Name:	Hillsborough County Sheriff's Office	Award Amount:	\$321,828.00
Grantee Type:	Local Government Agency		
Address:	2008 E. 8th Ave Tampa, Florida 33605		
Contact Person:	Tina Shinkovich	Telephone #:	813-247-8237
Contact Address:	2008 E. 8th Ave Tampa, Florida 33605		
State Granting Agency:	Hillsborough County Board of County Commissioners	Grant Number:	2015-JAGC-2571
Contact Name:	Robert Parkinson		
Contact Address:	County Center, 24th Floor Tampa, Florida 33602		
Telephone #:	813-276-2888		

Policy Statement:

It is the policy of the Hillsborough County Sheriff's Office to recruit and employ persons without regard to race, creed, sex to include sexual and gender orientation, age, or national origin. Persons seeking employment with or employed by the Hillsborough County Sheriff's Office shall be treated equally with respect to all employment practices including screening, advertising, recruitment, selection, appointment, promotion, demotion, assignment, hiring, leave practices, rates of pay, fringe benefits, and other forms of pay or credit for services rendered.

Step 4b: Narrative Underutilization Analysis

The Utilization Analysis Chart compares the Hillsborough County Sheriff's Office workforce to the applicable Community Labor Statistics and Civilian Labor Force in Hillsborough County. For the job category Protective Services: Sworn-Patrol Officers, we currently establish minimum age group and educational attainment parameters for entry-level deputies at age 20 to 34 and high school level graduate since we require some college for entry-level law enforcement and require a high school education for entry-level detention. No positions are maintained in the job category of Service/Maintenance.

The Hillsborough County Sheriff's Office by procedure has set a benchmark of not considering for underutilization indications that are less than two standard deviations. However, figures for all categories are shown in the Utilization Analysis Chart provided for management.

Minority underutilization two or more standard deviations are highlighted below:

1. Asian females underutilized 3% within Professionals.
2. Asian females underutilized 2% within Technicians.
3. Black or African American males underutilized 3% males underutilized and Other males less than 1% within Protective Services: Sworn Officials.
4. Hispanic or Latino males underutilized 4%, White females underutilized 12%, Hispanic or Latino females underutilized 10%, Black or African American females underutilized 6%, and Other females underutilized less than 1% within Protective Services: Sworn-Patrol Officers.
5. Hispanic or Latino males underutilized 3% and Black or African American males underutilized 3% within Administrative Support.

In a commitment to provide a diverse workplace and a goal to replenish vacancies to reflect the community in which we serve, the Hillsborough County Sheriff's Office continually examines its recruitment, selection, and retention policies in an effort to attract, employ, and retain qualified individuals in underutilized categories.

Step 5 & 6: Objectives and Steps

1. Streamline the recruitment and hiring process, which includes all underutilized categories: Professionals, Technicians, Protective Services: Sworn-Officials, Protective Services: Sworn-Patrol Officers, and Administrative Support.

- a. A Recruiting Unit has been established to solely focus on recruitment for all certified and civilian job categories. Recruiters will be diverse in an effort to mirror the relevant labor market and attract qualified candidates.
- b. Background Investigators will review resumes and prescreen qualified applicants via the application system.
- c. Employment testing will be monitored continually for any adverse impact.
- d. HCSO Recruiters will research and recruit at job fairs and community events that target attendance by females and minorities.
- e. Advertisements will be placed on electronic media in order to increase the impact on target markets. Electronic job boards will be used to link HCSO job postings to a wider audience. Thirty-second recruitment videos representing law enforcement, detention, digital communication dispatchers, and a multitude of civilian positions will be placed on various social media platforms (e.g., YouTube, Facebook, LinkedIn) lending visual support to the diversity, organizational culture, and job opportunities found at HCSO.

2. Execute proactive, aggressive targeted recruitment and advertisement strategies designed for the job category of Protective Services: Sworn-Patrol Officers focusing specifically on the four areas of high school students, transitioning military personnel, college athletes, and females and minorities.

- a. High School Students-The high school strategy will focus on building relationships with schools that have specialized programs or coursework in law enforcement related topics such as criminal justice. HCSO Recruiters will hold interactive information sessions with 17 and 18 year-olds to promote civilian positions that can transition into careers in law enforcement.
- b. Transitioning Military Personnel-The military strategy will focus on maintaining strong relationships with transition military bases in the Southeast Region highlighting the military campaign slogan, flyers, and posters distributed throughout the various military installations and videos highlighting deputies with prior military experience. Field visits will be conducted quarterly to at least one base outside of Florida with focus on extensive follow-up to ensure qualified candidates move from the pre-screen to applicants.
- c. College Athletes-The college athlete strategy will focus on partnering with various schools in Florida, and campaign messaging will highlight the respective alumni who are now deputies. Coordination will occur with Career and Athletic Departments at the various schools for the alumni to speak to athletes regarding their careers. Flyers and posters will be disseminated as well as former athletes' stories placed in school publications and on school websites.
- d. Females and Minorities-The females and minorities strategy features a video highlighting female and minority deputies and their careers on the agency website. Minority recruitment focuses on maintaining partnerships with Historically Black Colleges and Universities educating students on law enforcement careers and the importance of living a lifestyle that would make them viable candidates. A one-stop component will be utilized to facilitate the PAA, interview and polygraph of students satisfactorily completing the initial pre-screen processes.

3. Update utilization analysis at a minimum of once each year.

- a. The Director of the Human Resources Bureau will review Equal Employment Opportunity policies and procedures annually and make revisions as necessary.
- b. An updated utilization analysis chart and EEO analysis will be complete at a minimum once per year.

4. Utilize our utilization analysis as a tool when selecting candidates for hire and promotion within the agency.

- a. Command Staff will utilize the annually updated utilization analysis charts as a tool when reviewing personnel for promotion.
- b. The Employment Services Section personnel will utilize the annually updated utilization analysis charts as a tool when reviewing candidates for hire within the agency.
- c. Maintain mentoring programs and a career assessment center within the agency to encourage underutilized demographic groups to seek advancement.

Step 7a: Internal Dissemination

Michele Hamilton, Director of the Human Resources Bureau, is the assigned EEO Representative and is responsible for implementation of the agency's Equal Employment Opportunity Program.

1. Include a statement on the agency intranet Employees' Job Posting page which substantially states the following: The Hillsborough County Sheriff's Office is an Equal Opportunity Employer. "We are an equal opportunity employer offering employment opportunities without regard to race, color, religion, age, gender, national origin, marital status or disability."
2. Post a copy on the agency intranet website of the EEO Plan.
3. Conspicuously post the agency's EEO Policy Statement on the employee intranet.
4. Distribute annually updated copies of the utilization analysis to all Command Staff personnel.

Step 7b: External Dissemination

Michele Hamilton, Director of the Human Resources Bureau, is the assigned EEO Representative and is responsible for implementation of the agency's Equal Employment Opportunity Program.

1. Include a statement on the agency Careers website which substantially states the following: The Hillsborough County Sheriff's Office is an Equal Opportunity Employer. "We are an equal opportunity employer offering employment opportunities without regard to race, color, religion, age, gender, national origin, marital status or disability."
2. Include a statement on all pre-screen applications which substantially states the following: The Hillsborough County

Sheriff's Office is an Equal Opportunity Employer. "We are an equal opportunity employer offering employment opportunities without regard to race, color, religion, age, gender, national origin, marital status or disability."

3. Post a copy of the EEO Plan on the agency website for applicants and members of the public.

4. When appropriate, utilize statements in public documents (e.g., press releases) which are substantially the same as in Numbers 1 and 2 above.

Utilization Analysis Chart
Relevant Labor Market: Hillsborough County, Florida

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators																
Workforce #/%	22/30%	9/12%	3/4%	0/0%	0/0%	0/0%	0/0%	0/0%	27/37%	3/4%	7/10%	0/0%	2/3%	0/0%	0/0%	0/0%
CLS #/%	39,170/45%	6,610/8%	2,935/3%	105/0%	1,530/2%	25/0%	260/0%	275/0%	26,675/31%	4,705/5%	3,675/4%	165/0%	925/1%	15/0%	250/0%	120/0%
Utilization #/%	-15%	5%	1%	-0%	-2%	-0%	-0%	-0%	6%	-1%	5%	-0%	2%	-0%	-0%	-0%
Professionals																
Workforce #/%	65/34%	6/3%	13/7%	0/0%	1/1%	1/1%	1/1%	0/0%	69/36%	12/6%	19/10%	1/1%	0/0%	0/0%	3/2%	0/0%
CLS #/%	36,600/32%	5,500/5%	4,205/4%	30/0%	3,255/3%	0/0%	235/0%	275/0%	41,940/37%	8,525/8%	8,280/7%	85/0%	3,055/3%	0/0%	615/1%	345/0%
Utilization #/%	2%	-2%	3%	-0%	-2%	1%	0%	-0%	-1%	-1%	3%	0%	-3%	0%	1%	-0%
Technicians																
Workforce #/%	55/27%	10/5%	11/5%	0/0%	3/1%	0/0%	3/1%	0/0%	85/42%	15/7%	15/7%	0/0%	0/0%	0/0%	5/2%	0/0%
CLS #/%	5,075/28%	1,325/7%	860/5%	15/0%	735/4%	0/0%	23/0%	40/0%	5,920/33%	1,710/9%	1,645/9%	20/0%	450/2%	0/0%	80/0%	110/1%
Utilization #/%	-1%	-2%	1%	-0%	-3%	0%	1%	-0%	9%	-2%	-2%	-0%	-2%	0%	2%	-1%
Protective Services: Sworn-Officials																
Workforce #/%	339/61%	70/13%	46/8%	0/0%	4/1%	0/0%	10/2%	0/0%	51/9%	12/2%	23/4%	0/0%	0/0%	1/0%	0/0%	0/0%
CLS #/%	6,210/53%	1,605/14%	1,295/11%	70/1%	85/1%	0/0%	85/1%	85/1%	1,305/11%	225/2%	665/6%	25/0%	40/0%	0/0%	30/0%	15/0%
Utilization #/%	8%	-1%	-3%	-1%	-0%	0%	1%	-1%	-2%	0%	-2%	-0%	-0%	0%	-0%	-0%
Protective Services: Sworn-Patrol Officers																
Workforce #/%	875/55%	224/14%	182/11%	7/0%	13/1%	2/0%	36/2%	0/0%	136/9%	42/3%	57/4%	3/0%	7/0%	0/0%	7/0%	0/0%
Civilian Labor Force #/%	13,850/25%	10,355/18%	6,055/11%	40/0%	575/1%	4/0%	349/1%	175/0%	11,405/20%	7,055/13%	5,470/10%	23/0%	450/1%	15/0%	290/1%	295/1%
Utilization #/%	30%	-4%	1%	0%	-0%	0%	2%	-0%	-12%	-10%	-6%	0%	-0%	-0%	-0%	-1%
Protective Services: Non-sworn																

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Workforce #/%	32/12%	14/5%	5/2%	0/0%	3/1%	0/0%	4/2%	0/0%	112/42%	36/14%	46/17%	1/0%	8/3%	0/0%	3/1%	0/0%
CLS #/%	295/34%	75/9%	25/3%	0/0%	0/0%	0/0%	0/0%	0/0%	345/39%	45/5%	95/11%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	-21%	-3%	-1%	0%	1%	0%	2%	0%	3%	9%	7%	0%	3%	0%	1%	0%
Administrative Support																
Workforce #/%	26/9%	11/4%	5/2%	0/0%	1/0%	0/0%	0/0%	0/0%	144/49%	48/16%	47/16%	1/0%	4/1%	2/1%	5/2%	0/0%
CLS #/%	49,625/25%	13,730/7%	9,155/5%	45/0%	1,890/1%	80/0%	560/0%	555/0%	75,170/38%	23,000/12%	16,685/9%	190/0%	2,715/1%	105/0%	1,360/1%	495/0%
Utilization #/%	-17%	-3%	-3%	-0%	-1%	-0%	-0%	-0%	11%	5%	7%	0%	-0%	1%	1%	-0%
Skilled Craft																
Workforce #/%	47/41%	49/43%	8/7%	0/0%	6/5%	2/2%	3/3%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	29,690/56%	14,745/28%	4,400/8%	85/0%	715/1%	20/0%	470/1%	220/0%	1,640/3%	865/2%	220/0%	0/0%	140/0%	0/0%	10/0%	25/0%
Utilization #/%	-15%	15%	-1%	-0%	4%	2%	2%	-0%	-3%	-2%	-0%	0%	-0%	0%	-0%	-0%
Service/Maintenance																
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
CLS #/%	39,360/27%	28,675/20%	13,540/9%	140/0%	2,580/2%	80/0%	655/0%	250/0%	28,610/19%	18,660/13%	10,990/7%	60/0%	2,135/1%	65/0%	575/0%	385/0%
Utilization #/%																

Significant Underutilization Chart

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators	✓															
Professionals													✓			
Technicians													✓			
Protective Services: Sworn-Officials			✓					✓								
Protective Services: Sworn-Patrol Officers		✓						✓	✓	✓	✓					✓
Protective Services: Non-sworn	✓															
Administrative Support	✓	✓	✓													
Skilled Craft	✓															

Law Enforcement Category Rank Chart

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Chief Deputy																
Workforce #/%	0/0%	1/100%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Colonel																
Workforce #/%	3/75%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	1/25%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Major																
Workforce #/%	10/67%	1/7%	2/13%	0/0%	0/0%	0/0%	1/7%	0/0%	1/7%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Captain																
Workforce #/%	5/45%	0/0%	1/9%	0/0%	0/0%	0/0%	0/0%	0/0%	1/9%	1/9%	2/18%	0/0%	0/0%	1/9%	0/0%	0/0%
Lieutenant																
Workforce #/%	27/61%	6/14%	4/9%	0/0%	0/0%	0/0%	0/0%	0/0%	4/9%	0/0%	3/7%	0/0%	0/0%	0/0%	0/0%	0/0%
Sergeant																
Workforce #/%	71/57%	15/12%	11/9%	0/2%	3/2%	0/0%	4/3%	0/0%	10/8%	3/2%	7/6%	0/0%	0/0%	0/0%	0/0%	0/0%
Corporal																
Workforce #/%	103/65%	10/6%	16/10%	0/0%	0/0%	0/0%	2/1%	0/0%	18/11%	2/1%	7/4%	0/0%	0/0%	0/0%	0/0%	0/0%
Detective/Pilot																
Workforce #/%	120/60%	37/19%	12/6%	0/1%	1/1%	0/0%	3/2%	0/0%	16/8%	6/3%	4/2%	0/0%	0/0%	0/0%	0/0%	0/0%
Protective Services: Sworn-Patrol Officers																
Workforce #/%	875/55%	224/14%	182/11%	7/1%	13/1%	2/0%	36/2%	0/0%	136/9%	42/3%	57/4%	3/0%	7/0%	0/0%	7/0%	0/0%

I understand the regulatory obligation under 28 C.F.R. § 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEOP Utilization Report.

I have reviewed the foregoing EEOP Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

Certified As Final By: Chad G. Chronister

Colonel

10-31-2016

[signature]

[title]

[date]

Step 7a: Internal Dissemination

Michele Hamilton, Director of the Human Resources Bureau, is the assigned EEO Representative and is responsible for implementation of the agency's Equal Employment Opportunity Program. In order to ensure that employees are informed of the commitment to a diverse workforce and current state of the agency, we commit to the following internal dissemination methods of the EEOP Utilization Report:

1. Post an electronic copy of the HCSO EEOP Utilization Report on the agency intranet website for access by all employees.
2. Post an agency announcement on the announcement board of the agency intranet to all employees letting them know that hard copies of the HCSO EEOP Utilization Report are available upon request from the Human Resources Bureau.
3. Distribute electronic copies of the HCSO EEOP Utilization Report to all Command Staff personnel.
4. Include on the internal job announcement page for HCSO positions that employees may obtain a copy of the HCSO EEOP Utilization Report upon request from the Human Resources Bureau.
5. Include a bound copy of the HCSO EEOP Utilization Report among the materials displayed in the lobby of the HCSO Human Resources Bureau.

Step 7b: External Dissemination

Michele Hamilton, Director of the Human Resources Bureau, is the assigned EEO Representative and is responsible for implementation of the agency's Equal Employment Opportunity Program. In order to ensure that employees are informed of the commitment to a diverse workforce and current state of the agency, we commit to the following external dissemination methods of the EEOP Utilization Report:

1. Post an electronic copy of the HCSO EEOP Utilization Report on the HCSO public website for access by contractors, vendors, and the general public.
2. Post an announcement to the contractors, vendors, and the general public on the HCSO public website notifying them that hard copies of the HCSO EEOP Utilization Report can be requested from the HCSO Human Resources Bureau.
3. Display a bound copy of the EEOP Utilization Report among the materials displayed in the lobby of the HCSO Human Resources Bureau.
4. Link to the HCSO EEOP Utilization Report on the Career Opportunities page of the HCSO public website and include that applicants may obtain a copy of the HCSO EEOP Utilization Report upon request from the Human Resources Bureau.